



Cooperative Agreement Number: AID-523-A-12-00001

Quarter Program Report

Project: Scout Experience: Ready for life

Asociación de Scouts de México, A.C.

# Quarter Program Report

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*Reporting period: Q1 2015 / October - December 2014*



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## General Project Information

**Cooperative Agreement Number:** AID-523-A-12-00001

**Project Name:** Experiencia Scout, Listos para la vida. | Scout Experience: Ready for life.

**Project Timeframe:** August 17, 2012 to August 16, 2015.

**Project Target Zone:** Tijuana, Baja California, Mexico.

### Scouts of Mexico Contact Details

**Contact:** Raymundo Tamayo, Project Director  
[raymundo.tamayo@scouts.org.mx](mailto:raymundo.tamayo@scouts.org.mx)  
Tijuana: +52 (664) 615 7121  
Mexico City: +52 (55) 5208 7122 ext.142

**Address:** Misión de San Javier 10643 | Piso 4 - Oficina 415  
Col. Zona Urbana Río  
06700 Tijuana, Baja California  
Mexico

**Website:** [www.scouts.org.mx](http://www.scouts.org.mx)

### USAID Contact Details

**Agreement Officer Representative (AOR):** Lucila Serrano, Project Management Specialist  
Office of Justice and Citizen Security  
[lserrano@usaid.gov](mailto:lserrano@usaid.gov)  
Mexico City: +52 (55) 5080 2414

Elizabeth Ramirez, Deputy Office Director  
Office of Justice and Citizen Security  
[eramirez@usaid.gov](mailto:eramirez@usaid.gov)  
Mexico City: +52 (55) 5080 2560

**Address:** U.S. Embassy in Mexico  
Paseo de la Reforma 305  
Col. Cuauhtémoc  
06500 Ciudad de México, Distrito Federal  
Mexico



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## Project Summary

The Scout Experience: Ready for life project addresses the issue of youth 7-29 years old who are at risk of engaging in criminal activities in Tijuana, Mexico. Additionally, the project impacts all ongoing scout violence prevention projects around the country, especially those in the Mexican States located in the Mexico-US border, with the development of a social interaction model that is scalable and replicable. This model sets the national standard of our organization for the work on character, education and leadership among at-risk adolescents and youth living in highly vulnerable environments. The Scout Experience: Ready for life project impacts more than 10,000 youth and parents from the Camino Verde, Mariano Matamoros, and Granjas Familiares neighborhoods of Tijuana.

In Tijuana, this project provides dedicated support to adolescents and youth in the areas of character, education and leadership. Activities related to character focus on learning to be and learning to live together through the strengthening of various dimensions of the individual; character activities aim at strengthening psychological resilience, providing direct psychosocial support, and promoting a specific value system according to the Scout Promise and Scout Law. Activities related to education focus on learning to know and learning to do by using a "learning by doing" approach to math, language and logic, and develops skills in the areas of ecology, sports, humanities, communication, security and technology. Education activities provide dedicated support to adolescents and youth currently out-of-school, that have low academic performance, have a learning disability, and/or are in transition between primary and secondary or secondary and high school. Activities related to leadership develop competencies related to social project management and use the learning through service approach to develop social leadership competencies, strengthen the sense of community and promote dialogue and understanding among young people. Leadership activities have a strong voluntary service component in the areas of peace, environment and development, and engage national and international scouts with local scouts. All the activities implemented in the fields of character, education and leadership use the Scout Method and the five programming principles of the United Nations as crosscutting practices. The project puts special emphasis on developing monitoring and evaluation systems that provide useful information for measuring social impact, strengthening organizational learning, and supporting decision-making processes.

The Scout Experience: Ready for life project builds the capacity of local community members for them to become the main agents of their own development. The Scout Center model implements a financial and operational strategy designed to progressively reduce its dependency to external assistance through various activities and sound financial management. Scouting is accessible to all adolescents and youth, and promotes a sense of dignity and responsibility among project beneficiaries.

The Scout Experience: Ready for life project focuses on ensuring adolescents and youth understand and enjoy their rights. We believe that by contributing to the education of young people as active, responsible and productive citizens, this project promotes safe and healthy environments for everyone around the country. Understanding violence and crime as a consequence of the non-fulfillment of human and child rights, poor urban planning and lack of community participation helps us design holistic and self-sustainable long-term interactions that contribute to broader aspects of development such as health, education and employment. The purpose of this project is to strengthen the capacity of at-risk young people to play a productive role in their community.



## Report Summary

The Scout Experience: Ready for life quarter program report focuses on the main achievements, constraints and opportunities at a result level regarding its four strategic areas: social impact, innovation, sustainability and institutional development. Additionally, it provides specific notes on gender and disability, communications, security and risk management, human resources, cost share and organizational learning, most of them of a cross-sectoral nature and with an operational impact on the aforementioned strategic areas.

For the period comprising 1<sup>st</sup> of October to 31<sup>st</sup> of December 2014 the main goal of the strategic area of social impact was to implement the recommendations from the mid-term performance assessment conducted by Indaba-Network following the organizational restructuring that took place the previous quarter. Starting this quarter, focus will be given to strengthening youth program, adult training and community engagement elements in order to prepare communities to assume the leadership of their Scout Groups by mid-August 2015, which would by then be expected to be economically self-sustainable and completely volunteer-driven. Parent committees were set-up during this quarter and involved in updating stakeholder analysis and community assessments. The GAP educational methods analysis was implemented in the three Scout Groups to determine priorities in adult training and youth program strengthening.

Regarding innovation, the main achievement of this quarter was the launch of the online resource mobilization campaign that had been delayed since March 2014 due to regulatory uncertainty. This platform was a significant step in incorporating the latest trends in social marketing and online resource mobilization to a Scout Organization. We also had an important setback, as the Scout Management System that the project had been developing during the year proved to be inefficient for scale and replication at a national level and reported a number of bugs and issues that made it inconsistent to support local monitoring and evaluation systems. In this quarter, and due to its limited ICT technical capacity, Scouts of Mexico decided not to continue pursuing the implementation of the Netsuite ERP system.

Regarding sustainability, the main achievement of this quarter was the partnership with Mexico Evalua, one of Mexico's leading research and policy analysis organizations. Finally, regarding institutional development, the main achievement of this quarter was to move forward with the pending recommendations of the 2012-2013 Financial Audit.

## Results Monitoring

### Project results matrix

#### Expected Impact: Build Strong and Resilient Communities (Pillar IV of Merida Initiative)

ID	Tipo	Indicador	Target 2014	Target 2015	Frequency	Q4 2014	Q1 2015
1	Outcome	1.0.1 Percentage of out-of-school youth participating in the Scout Experience, Ready for life activities that have not finished primary, secondary or high-school and enroll in a formal education system.	50%	70%	Semi-Annually	50.0%	30.0%
2	Outcome	1.0.2 Percentage of students participating in the <i>Scout Experience: Ready for life</i> activities that successfully transition from primary to secondary school.	65%	85%	Annually	100%	100%
3	Outcome	1.0.3 Percentage of young people participating in the Scout Experience: Ready for life activities that show an improvement in their psychological resilience evaluation score.	60%	80%	Semi-Annually	--	79%
4	Output	1.1.2 Percentage of youth between 7 and 29 years of age participating in the <i>Scout Experience: Ready for life</i> program that acquire the knowledge, attitudes and practices pursued by the educational program of the youth center.	30%	40%	Semi-Annually	82%	82%
5	Output	1.2.1 Percentage of enrolled students participating in the Scout Experience: Ready for life activities that show improvement in their language evaluation score.	60%	80%	Annually	--	74%
6	Output	1.2.2 Percentage of enrolled students participating in the <i>Scout Experience: Ready for life</i> activities that show improvement in their math evaluation score.	60%	80%	Annually	--	L BASE
7	Output	1.2.3 Percentage of youth between 7 and 29 years of age participating in the <i>Scout Experience: Ready for life</i> activities that show improvement in their skills for life evaluation score.	40%	50%	Semi-Annually	16%	16%
8	Output	1.3.1 Percentage of adolescents and youth between 7 and 29 years old that have been or are members of local gangs participating in the youth involvement program have decided to reenroll in school or a professional development program.	30%	40%	Semi-Annually	NA	NA

## Internal results matrix

### Performance Management Matrix - *Scout Experience: Ready for life* - **SCOUTS|USAID**

#### Expected Impact: Build Strong and Resilient Communities (Pillar IV of Merida Initiative)

ID	Type	Indicators	Target December 2014	Target August 2015	Achieved by September 2014	Achieved by December 2014
1	Outcome	Number of in-school beneficiaries participating in the Scout Experience: Ready for life program that stay in primary or secondary school.	150	250	141	167
2	Outcome	Number of Scout beneficiaries participating in the Scout Experience: Ready for life program that have received psychosocial support and preventive education to increase their awareness to anti-social or violent behavior (gender-based violence, intra-family violence, bullying, human trafficking).	80	140	39	87
3	Output	Number of at-risk youth between 7 and 22 years of age that acquire the knowledge, attitudes and practices pursued by the educational program of the youth center.	150	250	116	144
4		Number of at-risk youth between 7 and 29 years of age that have received at least one hour of educative program of the Scout Experience: Ready for life activities.	2000	2,500	3,807	5,435
5	Output	Number of at risk youth receiving reading interventions at the primary and secondary level	150	250	141	176
6	Output	Number of merir badges earned that strengehen the skills for life inventory (ecology, humanities, communication, security, technology and sports) of at-risk youth participating in the Scout Experience: Ready for life activities	30	90	7	28
7	Output	Number of at-risk youth participating in the Scout Experience: Ready for life program that show a voluntary commitment to follow specific values and principles related to positive citizenship and community leadership	120	250	67	86
8	Output	Number of at risk youth youth between 7 and 29 years of age that participate in community service activities destined to build up community sense of belonging, pride, responsibility and environment preservation.	200	300	174	227

**USAID common indicator****USAID Pillar IV Common Indicators****Expected Impact: Build Strong and Resilient Communities (Pillar IV of Merida Initiative)**

ID	Type	Narrative Summary	Target	Frequency	Achievement Q4 2014	Achievement Q1 2015	Data Source / Means of Verification
1	Outcome	70% of at-risk youth beneficiaries (aged 6-16) participating in USAID participating in USAID funded programs that have continued their academic education in school.	70%	Quarterly	100%	100%	Monitoring and Evaluation System
2	Outcome	2500 at risk youth (aged 7-29) engaged in USAID community project activities.	2,500	Quarterly	3,807	5,435	Monitoring and Evaluation System

**Social statistics****Beneficiaries Disaggregated by Gender**

ID	Type	Data	Number	Data Source
1	Gender	Male beneficiaries	2602	Beneficiary Management System.
2	Gender	Female beneficiaries	2216	Beneficiary Management System.

**Quarter result level achievements**

- Social Impact**

- Provided access to 1,628 scout and non-scout beneficiaries to value-based non-formal education activities in character, education and leadership.
- Registered 42 beneficiaries and adult volunteers to Scouts of Mexico.
- Delivered 16,448 hours of educational youth program.
- Integrated young people with Attention Deficit Disorder (ADD) and other learning disorders to the scout youth program.
- Implemented an educational method assessment tool and each scout center, which was later used to establish educational strategies.
- Completed Basic Scout Training (Wood Badge) for staff and volunteers.
- Performed income-generating activities led by 79 beneficiaries to support their Scout Groups.
- Completed educational emphases concept notes developed in cooperation with Indaba Network.
- Involved 15 parents in the Parent Committees at the community Scout Groups.
- Performed 24 community resource mobilization activities by the parent committees of the community Scout Groups.
- Participated actively at two meetings with community leaders.
- Supported five events organized by community based organizations.
- Received beneficiaries referred to the Scout Group by local primary and secondary school principals.
- Received beneficiaries referred to the Scout Group by Community Based Organizations.
- Received beneficiaries that learned about scouting through word of mouth resulting from our participation in community events from local authorities and organizations.



- **Innovation**

- Launched online crowd-funding campaign in December 2014 and mobilized MXN\$8,162 in one month.
- Updated geo-referenced community mappings from three scout centers.

- **Sustainability**

- Delivered 5,055 hours of voluntary service by 57 volunteers (29 female and 28 male), of which 17 were from project intervention zones, 31 from Tijuana, 4 from other cities in Mexico, and 5 from other parts of the world.
- Involved 5 universities and 3 high schools in the volunteer program.
- Received a donation of 150 wooden pallets to make outdoor educational spaces for beneficiaries.
- Signed a Memorandum of Understanding with Mexico Evalúa, A.C. ([www.mexicoevalua.org](http://www.mexicoevalua.org))
- Signed a Memorandum of Understanding with the University of Tijuana. ([www.udetijuana.edu.mx](http://www.udetijuana.edu.mx))
- Participated actively in the Violence Prevention Municipal Committee task forces of: youth, and community engagement.
- Participated actively in the Municipal Institute of Citizenship Participation's youth task force.
- Participated actively in the design of the School Violence Prevention Program of the Crime and Violence Prevention program of Tetra Tech International Development. The specialist in psychosocial support of the Scout Experience: Ready for life project is the representative of the project in such initiative.
- Promoted international volunteering opportunities at the Central American Scout Moot. (<http://www.scouts.org.mx/moot2014/moot.html>)
- Promoted partnerships, good practices and lessons learned at the VIRAL Forum 2014 organized by the Mexican Federal Government. (<http://viral.guimedic.org/>)
- Recognized volunteers during the International Volunteer Day on December 5.

- **Institutional Development**

- Performed a legal and fiscal analysis, made by Deloitte, regarding online resource mobilization for non profits in Mexico.
- Developed policies and procedures to use corporate credit cards aligned with existing operation manuals.
- Transferred project funds to an interest-bearing account.
- Submitted the 2012-2013 Financial Audit to USAID.
- Completed the organizational restructuring and all positions were recruited.
- Updated policies, procedures and tools of project transportation systems.
- Updated policies, procedures and tool for the usage of outdoors equipment.
- Developed marketing survey for business plan of scout vehicles.

## Result level constraints and opportunities

- **Constraints**

- **Social Impact**

- Resistance by parents of female beneficiaries to allow them to participate in camping activities.
- Lack of specialized training for volunteers to support beneficiaries with learning disabilities.
- Lack of policies, procedures and tools to consistently implement the GAP Educational Method Assessment in the three Scout Groups.

- Lack of training opportunities for Scout Basic Training in the Baja California Scout Province.
- Limited financial education among parents and beneficiaries.
- Limited availability of parents and other adult community volunteers due to: extended or rigid work hours; unemployment or difficult financial situation; apathy; missing mother/father in the family unit; family member with health problems that require constant attention.
- Reduced capacity to consistently implement monitoring and evaluation instruments due to absenteeism, limited human resources and lack of ICT support elements (Scout Management System).
- **Innovation**
  - Failed to launch the Scout Management System developed in-house during 2014 due to bugs, issues and external dependencies that made its use and scale unfeasible.
  - Failed to implement the Netsuite Enterprise Resource Planning (ERP) system in Scouts of Mexico due to lack of support from top management, undocumented operational procedures and limited technical capacity.
- **Sustainability**
  - Delay of the online crowd-funding platform launch until December by the organization's leadership.
  - Lack of willingness by members of Scouts of Mexico to donate to internal projects/causes other than those from their own Scout Groups.
- **Institutional Development**
  - Resistance from headquarters to implement applicable policies and procedures developed by the Scout Experience project in the rest of the organization.
  - Resistance from headquarters to authorize the use of a corporate credit card to support operations.
  - Delay from headquarters in the revision process of the Financial Audit 2012-2013.
  - Delay in the charge of applicable taxes and indirect costs from headquarters.
  - Delay in providing the project operations team the capacity to perform payments.
- **Opportunities**
  - **Social Impact**
    - Provide parents with opportunities to learn and discuss about gender equity and reflect on the educational opportunities related to outdoor activities, specifically camping.
    - Strengthen ties with organizations dedicated to support people with disabilities to request training and coaching for volunteers, young leaders and parents.
    - Explore internal alternatives to provide adult Scout Basic Training courses or develop core competencies in-house.
    - Promote financial education activities and workshops as a foundation for self-sustainability.
    - Promote among existing parents and adult volunteers opportunities to invite family and friends as volunteers, and their children as beneficiaries.
  - **Innovation**
    - Identify best practices and lessons learned related to the development of the Scout Management System and identify potential opportunities to move forward.
  - **Sustainability**

- The online crowd-funding campaign increased the visibility of the project to both internal and external audiences.
- The support of the leadership of the organization is critical to invite other members of the organization to support the cause of the Scout Experience: Ready for life project.
- Invite young people from local public high schools (CECYTE).
- **Institutional Development**
  - Implement the online tax-deductible receipt module of the online resource mobilization platform.
  - Present the policies, procedures and tools for the use of corporate credit cards as support documentation.
  - Provide the project director a corporate credit card for travel and operational expenses.
  - Authorize the project operations team to perform payments and provide the necessary tools to do so.

## Gender and disabilities

- **Achievements**
  - Increased female beneficiaries from 43% to 51% during this quarter.
  - Retained beneficiaries with intellectual disabilities.
- **Constraints**
  - Limited availability and specialized training of volunteers directly impacts the carrying capacity of the Scout Center to provide adequate attention and support to beneficiaries with disabilities.
- **Opportunities**
  - Sensitization of parents regarding gender equity and highlighting the contribution of scouting to the education of young girls.

## Communications

- **Quarterly Newsletter**
  - Reached a total of 432 subscribers to the bi-weekly bulletin
  - Newsletter 3
    - <http://us3.campaign-archive2.com/?u=ec9cf1e363686362304637935&id=d956784aa6>
  - Newsletter 4
    - <http://us3.campaign-archive1.com/?u=ec9cf1e363686362304637935&id=1d2b2d381c>
  - Newsletter 5
    - <http://us3.campaign-archive1.com/?u=ec9cf1e363686362304637935&id=041c4fcc5d>
  - Newsletter 6
    - <http://us3.campaign-archive1.com/?u=ec9cf1e363686362304637935&id=9523996065>
  - Newsletter 7
    - <http://us3.campaign-archive2.com/?u=ec9cf1e363686362304637935&id=3fbabdb3d4>
  - Newsletter 8
    - <http://us3.campaign-archive2.com/?u=ec9cf1e363686362304637935&id=00e07c7b6f>
  - Newsletter 9
    - <http://us3.campaign-archive2.com/?u=ec9cf1e363686362304637935&id=3c3ea5f474>

- Newsletter 10
  - <http://us3.campaign-archive2.com/?u=ec9cf1e363686362304637935&id=480b4633e2>
- Newsletter 11
  - <http://us3.campaign-archive2.com/?u=ec9cf1e363686362304637935&id=1c9a5a95c9>
- **Videos**
  - Recorded and shared 6 new videos.
    - Buena Acción a Distancia - Marisol
      - [https://www.youtube.com/watch?v=yoFQ-qBtSP8&list=PLQOeOq0Skjh5PMP4ImnO6\\_34eqOqAe3SS&index=6](https://www.youtube.com/watch?v=yoFQ-qBtSP8&list=PLQOeOq0Skjh5PMP4ImnO6_34eqOqAe3SS&index=6)
    - Buena Acción a Distancia - Sergio
      - [https://www.youtube.com/watch?v=XCwSnWZipk4&list=PLQOeOq0Skjh5PMP4ImnO6\\_34eqOqAe3SS&index=7](https://www.youtube.com/watch?v=XCwSnWZipk4&list=PLQOeOq0Skjh5PMP4ImnO6_34eqOqAe3SS&index=7)
    - Buena Acción a Distancia - Miguel
      - [https://www.youtube.com/watch?v=TMJQtVQGo54&list=PLQOeOq0Skjh5PMP4ImnO6\\_34eqOqAe3SS&index=5](https://www.youtube.com/watch?v=TMJQtVQGo54&list=PLQOeOq0Skjh5PMP4ImnO6_34eqOqAe3SS&index=5)
    - Buena Acción a Distancia - Raúl
      - [https://www.youtube.com/watch?v=Jo7eRXAmIeU&list=PLQOeOq0Skjh5PMP4ImnO6\\_34eqOqAe3SS&index=2](https://www.youtube.com/watch?v=Jo7eRXAmIeU&list=PLQOeOq0Skjh5PMP4ImnO6_34eqOqAe3SS&index=2)
    - Buena Acción a Distancia - Edna
      - [https://www.youtube.com/watch?v=78KZ4oXdVms&list=PLQOeOq0Skjh5PMP4ImnO6\\_34eqOqAe3SS&index=8](https://www.youtube.com/watch?v=78KZ4oXdVms&list=PLQOeOq0Skjh5PMP4ImnO6_34eqOqAe3SS&index=8)
    - Buena Acción a Distancia - Grace
      - [https://www.youtube.com/watch?v=fVp01re5d4M&list=PLQOeOq0Skjh5PMP4ImnO6\\_34eqOqAe3SS&index=9](https://www.youtube.com/watch?v=fVp01re5d4M&list=PLQOeOq0Skjh5PMP4ImnO6_34eqOqAe3SS&index=9)
- **Social Media**
  - Reached a total of 361 Twitter Followers.
  - Reached a total of 3,492 Facebook Page followers.
  - Reached a total of 14,888 visits to the project website.
- **Media Monitoring**
  - El Mexicano
    - <http://www.el-mexicano.com.mx/informacion/noticias/1/3/estatal/2014/12/02/807461/givingtuesday-un-dia-para-dar>
  - Interamerican Scout Regional Bulletin
    - [http://issuu.com/interamerica/docs/bolet\\_n\\_32\\_scoutiar/0](http://issuu.com/interamerica/docs/bolet_n_32_scoutiar/0)
- **Photo Gallery**
  - Scout Group 101 and 102 posada.
    - <https://www.facebook.com/media/set/?set=a.769306199785706.1073741950.517363464979982&type=3>
  - Art and Expression Encounter - Mexicali
    - <https://www.facebook.com/media/set/?set=a.753322894717370.1073741946.517363464979982&type=3>

- First forum: Coordination, articulation and planning. – Crime and Violence Prevention – Tetra Tech
  - <https://www.facebook.com/media/set/?set=a.754775627905430.1073741947.517363464979982&type=3>
- Scouts of the World Discovery
  - <https://www.facebook.com/media/set/?set=a.763024720413854.1073741948.517363464979982&type=3>
- Scout Group 103 Posada
  - <https://www.facebook.com/media/set/?set=a.765102736872719.1073741949.517363464979982&type=3>
- Impeesa cub pack visit to community primary school
  - <https://www.facebook.com/media/set/?set=a.741689509214042.1073741941.517363464979982&type=3>
- Rescuing traditions: Day of the Dead
  - <https://www.facebook.com/media/set/?set=a.744139472302379.1073741942.517363464979982&type=3>
- Preparation for the Art and Expression Encounter
  - <https://www.facebook.com/media/set/?set=a.748222961894030.1073741943.517363464979982&type=3>
- Sports Clinic with Claudio Suárez
  - <https://www.facebook.com/media/set/?set=a.751442358238757.1073741944.517363464979982&type=3>
- Visit of Raúl Sánchez, Director of the Interamerican Scout Region
  - <https://www.facebook.com/media/set/?set=a.751890551527271.1073741945.517363464979982&type=3>
- Activities on leadership and values
  - <https://www.facebook.com/media/set/?set=a.734637483252578.1073741936.517363464979982&type=3>
- Cub Pack grows at Mariano Matamoros Scout Group
  - <https://www.facebook.com/media/set/?set=a.735081716541488.1073741937.517363464979982&type=3>
- To live the Scout Experience is to live the Adventure
  - <https://www.facebook.com/media/set/?set=a.737549139628079.1073741938.517363464979982&type=3>
- Jamboree on the Internet
  - <https://www.facebook.com/media/set/?set=a.739882966061363.1073741939.517363464979982&type=3>
- Rally on values
  - <https://www.facebook.com/media/set/?set=a.740265146023145.1073741940.517363464979982&type=3>
- Youth NGO Convention
  - <https://www.facebook.com/media/set/?set=a.729923230390670.1073741930.517363464979982&type=3>
- Entjuanarte Festival 2014
  - <https://www.facebook.com/media/set/?set=a.731107410272252.1073741933.517363464979982&type=3>
- International Day of the Girl
  - <https://www.facebook.com/media/set/?set=a.734325713283755.1073741935.517363464979982&type=3>

## Security and risk management

### • Achievements

- Developed checklist to ensure proper functioning of CCTV system and identify potential improvements.
- Renewed insurance policies for assets and facilities.

### • Constraints

- Lack of operational capacity of security provider to implement verification checklists.



- **Opportunities**

- Provide further training to Scout Group Staff regarding the maintenance of their security systems.

## **Organizational Development**

### **Human resources**

- Lack of technical and operational capacity to support the Human Resource Function of Scouts of Mexico to ensure compliance with existing HR policies and procedures, as well as performance measurement and professional development.
- Lack of a comprehensive human resource compensation and evaluation policy continues to be an issue between project staff and headquarter staff.
- Unplanned assignment of the project director to conduct an organizational learning assessment in headquarters to identify the results achieved by the national executive team during the period 2012-2014.

### **Organizational learning**

- The assignment given to the project director had a negative impact in the operational planning schedule of the project.
- High-level decision-making processes within the project depend on the quality of communication between top management and the board of directors.
- A steering committee formed by members of the board of directors and top management would help to ensure the flow of decisions independently of any political or operational factors external to the project.

## **Cost Share**

### **Quarter cost share report**

- USAID quarter cost share: USD\$75,645
- Scouts quarter cost share: USD\$206,058

## **Expected Activities**

### **Q2 2015: January – March 2015**

- Scout Winter Camp
- Scout Leadership Forums
- Reception of International Scout Volunteers
- Community Service Events
- Adult Cub Pack Leader Training
- Scout Educational Rally
- Outdoor Life Training for Adult Leaders
- Europe-Latin America-Africa Scout Partnership Event